



FEMA Diversity Action Plan

Social Imperative – Business Imperative

January 2010 to January 2011



**Homeland
Security**

*Federal Emergency Management Agency
Office of the Chief Human Capital Officer
Office of Equal Rights*

Contents

Administrator's Diversity Policy Statement.....	3
Executive Summary	4
Diversity Action Plan Goals and Metrics.....	7
Diversity Action Plan Initiatives Checklist.....	10
Auditing and Assurance	14
Appendix A:	
Diversity Management Council	11
Appendix B:	
Leadership Commitment.....	17

Administrator's Diversity Policy Statement

The Office of the Administrator



U.S. Department of Homeland Security
Washington, DC 20472

FEMA

January 2010

Diversity Policy Statement

Diversity is not a program or policy – it is our organizational fabric. Diversity drives innovation and encourages fresh approaches. It ensures that well-rounded perspectives are applied to problem solving; perspectives that ultimately help us identify better ways of performing the missions entrusted to us by our government and fellow citizens.

FEMA must be a diverse workforce. Our mission success and our core values demand that we individually and collectively ensure our work environment enhances the potential and contributions of ALL employees, by promoting inclusion, equity, and respect.

Each of you, regardless of who you are or where you work in the organization, plays a key role in the success of FEMA, the Department of Homeland Security, and the United States of America. You are our greatest strength. Your creativity, commitment, experience, and collaboration are the difference between just doing a job, and *achieving results*. Your commitment to excellence is apparent every day, in every mission, across the country and against all hazards.

I am personally committed to ensuring that FEMA provides an environment that values and embraces the contributions and potential of every member of our diverse workforce. Every FEMA employee should embrace the fundamental core values of honor, respect, and devotion to mission, and live those core values every day.

Accordingly, I challenge all FEMA men and women, whether permanent, temporary, or reservist employees or one of our many supporting contractors, to join me in ensuring that our Agency better, and consistently, reflects the diverse fabric of American society.



W. Craig Fugate
FEMA Administrator

www.fema.gov

Executive Summary

FEMA's Vision of Diversity is:

An inclusive environment in which the Agency leverages diversity to achieve mission goals and business objectives, and to maximize the potential of individuals and the organization.

The Federal Emergency Management Agency's (FEMA's) mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. FEMA's workforce is the means to successful accomplishment of that mission – and that is why diversity is a critical business imperative.

Workplace diversity relates to gender, age, language, ethnicity, cultural background, disability, sexual orientation, religious belief, educational level, job function, socio-economic background, geographic location, marital status, and more. It is vital because of the breadth and depth of organizational skills and abilities required for FEMA to successfully execute its mission, coupled with the Agency's mandate to support the diverse citizenry of the nation. Maximizing diversity brings a broad array of views, perspectives, experiences, qualities, skills, and talents to the workforce.

Diversity is typically seen through a lens that focuses on different or unique attributes. Yet within diversity – commonality emerges. Commonalities such as strength, respect for all, striving for personal bests in performance, more effective communications, and an intra-organizational focus on success. This is why the most engaged and successful organizations are those that recognize

the value and unlimited potential of its diverse employees and cultivate a culture of inclusion.

As the FEMA Administrator called for in his Diversity Statement, this Diversity Action Plan challenges FEMA men and women, whether permanent, temporary, or reservist employees or one of our many supporting contractors, to join in ensuring the face of our Agency better reflects the diverse fabric of American society. Our record of service across our mission area, combined with a strong legacy of superior service, has resulted in FEMA achieving unprecedented relevance in the minds of the American people. To ensure that we remain a premier organization, it is imperative that we continue to progress toward the strategic goal of forging a workforce that is reflective of our Nation's diverse composition.

Our people are our greatest strength, and we must capitalize on that fact by establishing an inclusive environment that respects and values the perspective of diverse individuals, enculturating those influences, and combining them with our proven core values to build our workforce of the future. In this way, we can achieve our goal of organizational excellence and continue to be responsive to the emergency management needs of the nation. By assuring a representative workforce, ensuring equal access and providing opportunity to all facets of our society, we will continue to reinforce our institutional empathy with a diverse American public whom we so ably serve.

The demographics of our country continue to change at an ever-quicken pace. By the year 2050, America's diverse populations, comprised of differing racial, cultural, ethnic and religious backgrounds, will reach approximately 50% of the total U.S. population. FEMA must leverage diversity and fully establish an environment of absolute inclusion. The effective leaders of tomorrow will be developed through interaction with a more diverse workforce today. The results of honest dialogue from diverse perspectives will prepare our future managers, supervisors, and employees to lead and execute FEMA missions in the America of tomorrow.

Any successful and sustained diversity strategy requires that it be fully embraced by and integrated within an Agency's priorities and vision, and by agency leadership. FEMA's executive leadership, managers and supervisors at all levels, must be committed to recognizing that diversity is more than an

organizational responsibility, more than a social imperative – diversity is a critical business imperative. Such a commitment requires that we:

- Foster a positive and inclusive workplace culture;
- Participate to the fullest extent possible in the formulation and execution of FEMA's diversity-related programs, policies, strategies, and initiatives;
- Integrate diversity into all organizational planning processes;
- Fully commit to diversity in recruitment, hiring, and retention initiatives;
- Develop and implement diversity strategies that fully engage and include organizational employees; and
- Are accountable for ensuring diversity within our organizations.

FEMA's leadership is accountable for each element of this commitment. Accountability will be achieved through mechanisms such as performance reviews, exit and other surveys, participation in training and professional development opportunities, and quantitative and qualitative audit measures.

Accordingly, this plan directs each Deputy, Associate, Assistant and Regional Administrator to develop and implement program or venue-specific diversity action plans - relevant to their organizational focus – in support of the FEMA Diversity Action Plan goals and initiatives detailed on the following pages.

Diversity Action Plan Goals and Metrics

Diversity is not an organizational issue or responsibility; it cannot be an organizational goal. It must be regarded as a required organizational state of being – a required element of success. The plan must provide for long-term, sustainable change while facilitating short-term accomplishments that reflect positively on the Agency and create momentum for success and further change. It must allow each member of the FEMA workforce to become and be recognized as a diversity champion.

The success of this Diversity Action Plan requires that Agency leaders embrace and champion it, and are held accountable for its implementation. The plan includes elements that are measurable, allowing senior leaders to evaluate progress and success regularly. The following three principal goals are based on and support the core tenet of this plan: that maximizing diversity enhances organizational success.

- 1. Build a work environment that is inclusive and promotes diversity principles, values and best practices.***
- 2. Build, develop, retain and engage a diverse workforce that reflects those we serve.***
- 3. Build commitment to a diverse FEMA through education and accountability.***

Each of the above goals support FEMA's mission and core values, and reflect the aspirations necessary to achieve the Agency's diversity vision.

These goals and their associated objectives, initiatives and metrics are outlined and defined in greater detail on the following pages.

GOAL

1

Build a Work Environment that is Inclusive and Promotes Diversity Principles, Values and Best Practices.

Key Objectives:

- 1.1** Strengthen FEMA's commitment to diversity in strategic plans, policies, and programs.
- 1.2** Develop and issue an annual diversity statement reflective of progress in achieving the Agency diversity vision.
- 1.3** Create a diversity management infrastructure with fully defined roles and responsibilities.
- 1.4** Make diversity a focal point of labor-management relations and activities.

GOAL

2

Build, Develop, Retain and Engage a Diverse Workforce that Reflects Those We Serve.

Key Objectives:

- 2.1** Understand the composition of FEMA's workforce.
- 2.2** Build a more diverse workforce through proactive, strategic recruitment practices.
- 2.3** Develop and implement programs to ensure career development of all FEMA workforce populations.

- 2.4** Increase diversity within FEMA's leadership and management ranks.
- 2.5** Determine the major factors and employee issues impacting workforce diversity in FEMA.

GOAL 3	Build Commitment to a Diverse FEMA through Education and Accountability.
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Key Objectives:

- 3.1** Hold leadership accountable for strengthening the diversity of the FEMA workforce.
- 3.2** Encourage a proactive approach to address employee issues and concerns, and use fair and equitable criteria when making decisions that impact employees.
- 3.3** Establish training and education programs and courses of study that emphasize the value of diversity, and ensure the integration of diversity training into appropriate existing training regimes.

DIVERSITY ACTION PLAN INITIATIVES CHECKLIST

INITIATIVES SUPPORTING GOALS AND OBJECTIVES		RESPONSIBLE OFFICE(S)	TARGET DATE
1.1.1	Identify best practices in diversity and workplace inclusion – benchmark with DHS components, other Federal agencies, and private sector leaders in diversity management.	<i>Diversity Management Advisory Council</i>	3Q-FY10
1.1.2	Update FEMA's Strategic Human Capital Plan to strengthen its focus on diversity management.	<i>Office of the Chief Human Capital Officer</i>	4Q-FY10
1.1.3	Develop and implement program and venue-specific diversity action plans.	<i>All Regions and Major HQ Program Offices</i>	3Q-FY10
1.1.4	Evaluate programs, policies, procedures for inadequacies and barriers to diversity and provide creative and viable solutions or alternatives.	<i>Diversity Management Advisory Council</i>	4Q-FY10
1.1.5	Build diversity management strategies into FEMA's FY 2012 Workforce Plan.	<i>Office of the Chief Human Capital Officer</i>	4Q-FY10
1.1.6	Building on this action plan, develop a more comprehensive <i>Diversity Management Plan</i> .	<i>Office of the Chief Human Capital Officer</i>	4Q-FY10
1.2.1	Develop and issue annual Administrator's Diversity Statement.	<i>Office of the Administrator</i>	NLT 1Q-FY11
1.3.1	Establish a Diversity Management Advisory Council	<i>Office of the Administrator and Office of Mission Support</i>	2Q-FY10
1.4.1	Conduct at least one Labor Management Partnership Council meeting focused on diversity.	<i>Labor Management Partnership Council</i>	NLT 4Q-FY10

DIVERSITY ACTION PLAN INITIATIVES CHECKLIST

Continued

	INITIATIVES SUPPORTING GOALS AND OBJECTIVES	RESPONSIBLE OFFICE(S)	TARGET DATE
2.1.1	Develop standing methodology for compiling workforce diversity data that conforms to OPM and other relevant guidance.	<i>Office of the Chief Human Capital Officer</i>	3Q-FY10
2.1.2	Analyze workforce data to ascertain FEMA's success in closing underrepresented population gaps.	<i>Diversity Management Advisory Council</i>	3Q-FY10
2.1.3	Develop and implement quarterly dashboard to track gap closure.	<i>Office of the Chief Human Capital Officer</i>	4Q-FY10
2.2.1	Build partnerships with organizations and educational institutions serving underrepresented populations, e.g., Historically Black Colleges and Universities.	<i>Diversity Management Advisory Council</i>	2Q-FY10
2.2.2	Develop and implement recruitment and marketing strategies for Presidential Management Fellows program, Federal Career Intern Program, etc. targeted at underrepresented populations.	<i>Office of the Chief Human Capital Officer</i>	4Q-FY10
2.2.3	Implement a FEMA Diversity Recruitment and Outreach Program.	<i>Office of the Chief Human Capital Officer</i>	2Q-FY10
2.2.4	Develop a Recruiting and Hiring Toolkit to assist supervisors and managers with interview skill and understanding special hiring authorities/ programs- that can promote diversity.	<i>Office of the Chief Human Capital Officer</i>	4Q-FY10

DIVERSITY ACTION PLAN INITIATIVES CHECKLIST

Continued

	INITIATIVES SUPPORTING GOALS AND OBJECTIVES	RESPONSIBLE OFFICE(S)	TARGET DATE
2.3.1	Develop/implement career guidance tools.	<i>Office of the Chief Human Capital Officer</i>	3Q-FY10
2.3.2	Encourage all FEMA employees to participate in mentoring programs by building a strong, diverse pool of mentors and proactive marketing tactics.	<i>Office of the Chief Human Capital Officer</i>	3Q-FY10
2.4.1	Assess diversity characteristics of FEMA's management and leadership.	<i>Diversity Management Advisory Council</i>	2Q-FY10
2.4.2	Evaluate the management and leadership pipeline diversity characteristics.	<i>Diversity Management Advisory Council</i>	3Q-FY10
2.4.3	Identify leadership development programs and courses (FEMA, DHS, external – e.g., USDA Executive Potential Program, Council for Excellence in Government, etc.).	<i>Diversity Management Advisory Council</i>	3Q-FY10
2.4.4	Develop/implement marketing strategy to encourage underrepresented populations to apply to leadership development programs and provide support to overcome potential barriers.	<i>Office of the Chief Human Capital Officer and Office of External Affairs</i>	4Q-FY10
2.5.1	Evaluate employee satisfaction (OPM and DHS annual employee surveys) and engagement (BEST Q-12 survey) in light of diversity, and identify significant findings and opportunities for improvement.	<i>Diversity Management Advisory Council</i>	3Q-FY10

DIVERSITY ACTION PLAN INITIATIVES CHECKLIST

Continued

INITIATIVES SUPPORTING GOALS AND OBJECTIVES		RESPONSIBLE OFFICE(S)	TARGET DATE
2.6.1	Develop 5 minute New Employee Questionnaire on job acceptance factors.	Office of the Chief Human Capital Officer	2Q-FY10
2.6.2	Add question(s) to Employee Exit Survey re: work-life balance.	Office of the Chief Human Capital Officer	2Q-FY10
3.1.1	Involve managers and interested employees in the formulation and execution of Agency-wide diversity programs and initiatives.	Diversity Management Advisory Council	3Q-FY10
3.1.2	Conduct annual forum with senior leadership and (separately) with other supervisory levels on diversity challenges.	Diversity Management Advisory Council	NLT 4Q-FY10
3.1.3	Incorporate diversity management responsibilities into SES and manager/supervisor performance plans.	Office of the Chief Human Capital Officer	2Q-FY10
3.2.1	Conduct annual No Fear Act Training.	Office of the Chief Human Capital Officer	4Q-FY10
3.2.2	Fully integrate FEMA's diversity vision, principles, goals, action plan and progress across existing Agency internet and intranet websites.	Office of External Affairs	3Q-FY10
3.3.1	Mandate annual employee diversity training.	Diversity Management Advisory Council	2Q-FY10
3.3.2	Incorporate diversity training into New Employee Orientation.	Office of the Chief Human Capital Officer	2Q-FY10
3.3.3	Offer language and cultural awareness courses/workshops.	Office of the Chief Human Capital Officer	4Q-FY10

Auditing and Assurance

Diversity and other inclusive workplace initiatives require that an assessment/evaluation system be put in place to measure the effectiveness of organizational efforts. This will allow for the identification of baselines; development of a business case to support resource requirements; exchange of feedback to help develop and refine initiatives; facilitation of commitments based on employee engagement; and so on. An effective audit can only be conducted if:

- The initiative and the audit are identified as an Agency-wide mandate;
- Agency leadership at all levels is committed and supportive of both audit and initiative efforts;
- Initiative and audit timetables are realistic; and:
- Resources are consistently made available to support the initiative and related audits.

An effective audit will require a look at quantitative and qualitative measures.

- Quantitative measures include data such as: career development and training; geographical and other demographics; does the FEMA workforce mirror the complexion of our nation; is leadership data reflective of workforce percentages; grievance statistics; promotion statistics; and recruitment and retention rates.
- Qualitative measures include information derived from sources such as: anonymous feedback sites; use of best practices; level of buy-in from leadership; meeting of diversity objectives that do not have clear metrics; focus groups; surveys; Agency reputation; and workforce morale.

Both a quantitative and qualitative study of diversity initiatives must be conducted if there is to be any true value to this plan or sustainable results from its effect on Agency operations and the workforce culture.

Appendix A

Diversity Management Advisory Council

Purpose: The FEMA Diversity Management Advisory Council will serve as principal advisor to the Administrator and Deputy Administrator on diversity issues with the goal of ensuring that FEMA achieves its global Diversity Vision: *“An inclusive environment in which the Agency leverages diversity to achieve mission goals and business objectives, and to maximize the potential of individuals and the organization”*. The Council also will (through committed leadership, cross-Agency coordination, proactive communication, and performance reviews) guide FEMA’s Diversity Management Program.

Membership: Each Associate, Assistant and Regional Administrator will appoint a member of their staff – any grade level - to serve (for an 18-month stint) on the Council. In addition, a union representative will serve on the Council to ensure that labor concerns regarding diversity are addressed. The Council will be co-chaired by the FEMA Chief Human Capital Officer and the Director of the Office of Equal Rights. The Co-Chairpersons will convene the Diversity Management Advisory Council bi-monthly.

Responsibilities: The Diversity Management Advisory Council will:

- Support the FEMA Administrator, FEMA Deputy Administrators, and the Agency’s Associate, Assistant and Regional Administrators in the achievement of FEMA’s global Diversity Vision and related goals.
- Serve as “change agents” focused on creating a “culture of diversity” across FEMA through visible commitment and frequent communication and by making diversity a key factor in organizational planning; recruitment, hiring and workforce development decisions; and retention initiatives.
- Ensure Program and Support Offices’ and Regions’ diversity activities are coordinated, leveraged and effectively contribute to building, developing, retaining and engaging a diverse workforce.

- Guide the FEMA Diversity Management Program in the implementation of the Diversity Action Plan.
- Ensure managers and employees in the members' respective organizations:
 - Are held accountability for creating a work environment that is inclusive and promotes diversity principles and values;
 - Complete mandatory EEO and diversity training; and:
 - Are aware of and encouraged to participate in special emphasis events.
- Closely coordinate with the DHS Diversity Council to ensure FEMA actively supports and contributes to DHS diversity goals and initiatives.

Appendix B

Leadership Commitment

FEMA's executive leadership, managers and supervisors at all levels, must be committed to the fact that diversity is more than an organizational responsibility, more than a social imperative – diversity is a critical business imperative. This commitment will recognize the following:

- That each leader has a responsibility to foster a positive and inclusive workplace culture;
- That Agency leadership must participate to the fullest extent possible in the formulation and execution of FEMA's diversity-related programs, policies, strategies, and initiatives;
- That diversity must be integrated into all organizational planning processes;
- That workforce diversity is a reflection of leadership commitment to diversity in recruitment, hiring, and retention initiatives;
- That diversity strategies must engage and include organizational employees; and:
- That diversity management and accountability is a significant part of leadership at FEMA.

FEMA leadership is accountable for each element of this commitment. Accountability will be achieved through mechanisms such as performance reviews, exit and other surveys, participation in training and professional development opportunities, and quantitative and qualitative audit measures.